

**SECRET**

☐ DECLASSIFIED

Class. CHANGED TO: TS S (C)

DDA Memo, 4 Apr 77

Auth: DDA REG. 77/1763

Date: 17/03/78 By: ☐

25X1

**CONFIDENTIAL**  
Morning Session 25 July 1960

**Summary meeting:**

The OSC representative again offered his suggestions for the improvement of TRD presentations so far as OSC is concerned: 1) A refresher seminar should be created; 2) staff training courses should include a greater emphasis on administrative phases of operational planning, etc.; 3) greater emphasis on administrative training for staff personnel; 4) that the chief of common instruction should review constantly the course content/<sup>to see that</sup> the emphasis in the OC and AOC is on training rather than evaluation; 5) the addition of a 2 weeks course on communism; 6) preparation of a reading list which could be given to people before they have been finally cleared and hired; 7) Mr. W. also suggested that the committee should go on record as commending TRD for the improvements made in training during the past year.

Mr. W. said that OSC people whom he had interviewed had made no adverse comment concerning course content. He felt that these people had no first hand knowledge of the courses offered and that they gained their information from student comments.

Mr. M. said that TRD intended to prepare a syllabus of TRD courses to be furnished to Training Liaison officers.

Mr. G. suggested concerning the SOC: 1) less emphasis of the technique of reporting (he pointed out that this was intended only to represent an OPC point of view); 2) more emphasis on cover and security; 3) inclusion of administrative subjects, particularly fiscal and personnel as well as cable writing; 4) remove Russian week and include in mandatory 2 weeks course between present common instruction courses; 5) raising of security status pending investigation of the records to see whether enough people were dropped from SOC to warrant the fear of a security break; 6) more emphasis on interrogation--understanding of thought patterns in different races--interrogation of defectors, etc.

Mr. G. had no comment to make on the OC<sub>x</sub> or the AOC.

On the ~~the~~ ASTS he suggested: 1) addition of an intensive course in political action; 2) addition of a course in psychological warfare (He felt that the two might be combined); ☐ said that he and ☐ had had discussions with ☐ in an attempt to work out a basic doctrine to be obtained from OPC and to prepare for OPC a statement as to what TRD's requirements would be in the matter of training guidance.) Mr. G. said that in his report to OPC he would strongly urge immediate consideration of basic doctrines. Mr. M. said that a program was started last Feb. with OPC in which OPC had promised to prepare manuals which would include basic doctrines. Mr. G. said that it had become apparent that the ~~max~~ personnel and talent in OPC was not sufficient to permit preparation of these manuals within OPC. He added that a project was now underway to farm out the preparation of these manuals. 3) addition of a seminar for higher grade field and staff personnel.

25X1  
25X1

**SECRET**

**CONFIDENTIAL**

~~CONFIDENTIAL~~

~~SECRET~~

Mr. W. made the suggestion that the refresher course be split for O'D and OPC. Mr. G. concurred.

Mr. G. also concurred in feeling that recruits should be supplied with a reading list before their final clearance.

In the matter of evaluations, Mr. G. said that OPC desk heads had asked him for: 1) more candid opinions; 2) minority reports; 3) faster delivery of evaluations to the branches.

Mr. G. suggested that utmost cognizance be taken of [ ] suggestion that covert training personnel be rotated for security reasons and to prevent instructors from going stale. Mr. W. concurred. The two agreed that two years was about the proper length for time for a covert instruction.

25X1

Mr. G. concurred with Mr. W. in the necessity for constant review of the courses to make certain that the emphasis remained on instruction and not on evaluation. He also agreed that TND should be commended for the past year's advances.

Mr. W. announced that [ ] had made far arrangements to eliminate the BISC as such and to establish a bloc on the T/O for a Special Projects Branch to take care of such projects as the Rapid Reading course, and special area studies. The present BISC would be incorporated as an integral part of common instruction. [ ] will be in charge of the new BISC under [ ] chief of common instruction. Under the new program, an SO<sup>C</sup> student would, after consultation with [ ] receive an assignment to prepare a paper on a subject appropriate to his area or speciality. The week between the SOC and the OC would be utilized for research on his assigned topic. The student would receive a suggested bibliography and information as to sources of information. Upon completion of the OC the student would have another week to prepare a paper on the basis of his previous research. This paper would then be submitted to [ ] who would grade it for submission with the students' evaluation to the appropriate desk head.

25X1

25X1

25X1  
25X1

25X1

Mr. W. went on to say that the Joint Training Committee had vetoed a two week gap between courses because that would lengthen the training period too much.

Mr. W. also said that [ ] intended to secure more adequate quarters for [ ] section and to send somebody over to his section to organize a course of instruction which would not be considered a "filler" but would be a regularly constituted elective course along the lines of the present administration course.

25X1

25X1

[ ] and [ ] brought out the fact that they, after considerable experimentation, had been unable to arrive at satisfactory scheduling of courses which would include a two weeks course on Russia and Communism together with the present three five week courses offered in common instruction. Inclusion of an addition two weeks would eventually build up bottleneck which would delay the entry of new students from a month to five weeks.

25X1

Mr. H. mentioned that Staff C had requested a course in operations against

~~SECRET~~

~~CONFIDENTIAL~~

**CONFIDENTIAL****SECRET**

the CP. Mr. H. said that Staff C had presented a general list of contents for the course which could be shaped into a two week course within the ASAC framework. Mr. H. suggested that removal of the Communism week from the SOC would cut down the appeal of that course and suggested as an alternate that the Communist week in both the SOC and the AOC be reviewed to present each as a complete package. After some discussion [ ] pointed out that the instruction received in the OC was necessary for comprehension of the material on Communism which is presented in the AOC. Mr. H. went on with his suggestion on "packaging" to say that it should be possible to incorporate all basic materials on Communism during the SOC week and save all materials on the USSR and operations/against the AOC week.

25X1

[ ] wondered whether the proposed course in operations against the CP would include operations against Soviet installations abroad. Mr. H. thought that the present course in U-R operations included operations against Soviet installations abroad and that the proposed course should deal exclusively with operations against the CP.

25X1

Further discussion of the proposed Refresher course came up and Mr. W. suggested that returnees be instructed in the organization of CIA and particularly in the organization and aims of OPC as well as administration and fiscal matters. Both Mr. W. and Mr. O. felt that these matters could be covered with OCO and OPC people together. Both also felt that discussions of operational matters would be more free if the two groups were separated.

[ ] asked whether OCO and OPC could provide discussion leaders for at least the week during which the groups were separated. Mr. W. thought that enough people in OCO were interested in such a course to make it likely that some personnel could be spared to serve as group leaders.

25X1

Mr. W. at this time brought up the question of advance notification on course scheduling. He pointed out that it would often be possible to bring returnees back at the proper time for entry into courses if the branches knew when the appropriate course was due to open.

The group felt that there was nothing much to be gained by changing the present course names until it became policy to enter students all students in all of the common instruction courses.

Mr. W. felt that OCO might object to any reduction in the amount of reporting instruction given to students in the SOC. Mr. H. asked whether it might not be possible to work out a compromise solution by to make reporting more palatable to OPC people, possibly by changing the emphasis to include operational reporting.

The group agreed that it would be desirable to raise the security classification of the SOC providing the necessary clearance can be obtained. Mr. O. and Mr. W. are gathering statistics to ascertain the number of people who are actually dropped entirely by CIA after failure in the SOC. It is their feeling that there are not too many failures and that even these people receive jobs somewhere within the organization.

Mr. W. questioned whether many people in the field would have an opportunity to practice interrogation. He agreed that some interrogation instruction might be helpful even in eliciting situations, but he felt that some graduates

**CONFIDENTIAL SECRET**

~~SECRET~~

~~CONFIDENTIAL~~

had gone into the field expecting to "browbeat" people into giving them information. He mentioned that he had heard some criticism from people working on Middle Eastern affairs of TFD live problems which seemed to them to emphasize situations in which the student had some type of control over his agents.

Mr. G. then asked that his request for more instruction in interrogation be amended to a request for more instruction in eliciting.

[ ] suggested that the committee recommend that time be scheduled in each course for individual student criticism by the instructors. Mr. G. and Mr. W. concurred. Mr. G. felt that inclusion of this time might take the burden off the chief instructor in answering questions as to why certain marks and remarks were found on returned student papers.

25X1

Mr. M. asked whether it would be advisable to institute a faculty advisor system. Mr. G. thought that if the Training Liaison Officer situation could be improved that this should take care of the personal problems with which the students now confront chief instructors. Mr. W. concurred.

[ ] suggested that both OSC and OFC be commended for their cooperation in furnishing staff personnel to serve as guest lecturers in the past several runnings of the AOC. The group agreed and hoped that competent staff people could continue to serve when called upon in the future.

25X1

Mr. G. said that he had consulted [ ] and found that instruction in the CIA clerical pool had begun approximately a month ago. Mr. G. felt that this might explain the low level of training of typists and secretaries who have joined OSC and OFC in the recent past.

25X1

Mr. M. went over the committee recommendations regarding the administrative courses. These were: 1) more emphasis on operational administration; 2) more administration to be given in the common instruction courses; 3) tying the present administration course into one 2 week unit.

Mr. M. mentioned that TFD was now investigating the reasons for the high percentage of failures in the Xamfix live problem in the last adm. course.

Mr. M. announced that, based on the forthcoming committee report, he had been instructed to prepare a revised T/O which would correspond to the present situation and proposed changes. Mr. M. promised that he would furnish members of the committee with a copy of the revised T/O at the earliest opportunity. In addition, he will submit separately a T/O to show where additions and deletions have been made.

~~CONFIDENTIAL~~  
~~SECRET~~